

# THE INFLUENCE OF WORK ENVIRONMENT AND WORK CULTURE ON EMPLOYEE SPIRIT OF MAYBANK FINANCE REGIONAL SUMATRA WITH MOTIVATION AS AN INTERVENING VARIABLE

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**Abstract.** This study aims to determine the direct effect of work environment and work culture on morale, the indirect effect of work environment and work culture on morale through Maybank Finance Sumatra Regional employees' work motivation as an intervening variable. Respondents in this study were taken using a census. The total population for filling out the questionnaire is 159 respondents. The data analysis technique used is the Structural Equation Model (SEM). The results of this study indicate that work environment and work culture have an effect on motivation, work motivation has a positive effect on morale, work motivation and work culture have a positive effect on morale, work environment has a positive influence on morale through motivation as an intervening variable, work culture has a positive effect on the morale of Maybank Finance Regional Sumatra through work motivation as an intervening variable. This proves that work motivation is an intervening variable or a good intermediary variable for the influence of the work environment on morale. A comfortable and conducive work environment can influence employees to be more motivated in improving the quality and quantity of their performance to be more effective and efficient.

**Keywords:** work environment; work culture; work enthusiasm; work motivation

## I. INTRODUCTION

Human Resources is one of the key elements in carrying out the duties of *Maybank Finance* Sumatra Regional employees. In carrying out company or organizational activities, the role of employees is very important. This is because employees are the most important element in carrying out activities to achieve a goal. Human resources are very important for companies in managing, managing and utilizing employees so that they can function productively to achieve company goals [1]. The success of organizational management is largely determined by the activities of utilizing human resources [2]. The importance of human resources in the organization requires that every organization get qualified and productive employees to run the organization. Employees who have low morale will find it difficult to achieve good results, these employees will easily give up on circumstances rather than overcome the difficulties they face. This will be different if employees have high morale and overcome difficulties regarding their duties and work [3]. Sudaryo et al., [4] stated that morale is a term that describes the experiences of employees who are passionate and energized with their work, find meaning and purpose in their work, feel that they can express themselves at work, and feel connected to colleagues. It works. Its characteristics are working happily, completing assignments on time, very dynamic interactions, maximum participation, being able to work together with colleagues and being innovative. Low

work morale is characterized by anxiety, namely displacement, absenteeism, tardiness, indiscipline and decreased work output [5]. According to [6] factors that influence employee morale include leadership, motivation, communication, human relations, participation, physical work environment, compensation, health and safety.

Employees in carrying out activities are generally driven by motivation to show the best performance. Motivation is an important factor in improving employee performance that encourages a person to carry out a certain activity, therefore work motivation is often interpreted as a driving factor for one's behavior (Siahaan [7]. Munurut [5] absenteeism and indiscipline will have an impact on morale, where based on the data above, high employee absenteeism is obtained. Motivation is also a process that influences behavior and the motivation that exists in a person will manifest a goal-directed behavior to achieve the final goal [8]. Motivation will manifest a behavior that is defined as the goal of achieving satisfaction goals. So that motivation is not something that can be observed, but is something that can be concluded because of something that is visible [2]. The work environment in a company is very important to be considered by management. Even though the work environment does not carry out the production process [9]. An appropriate work environment can support the implementation of work so that employees have enthusiasm for work and increase employee morale [10]. Another factor that affects morale is work culture. Work culture is a

reflection of what is in the company because work culture is the identity of a company that distinguishes one company from another [11]. Work culture is a system of spreading beliefs and values that develops in an organization and directs the behavior of its members [12]. According to Kassim et al., [13] work culture is a set of values that exist within the organization to understand the functions of the organization itself. This study aims to find empirical evidence of how the work environment and work culture influence, both directly and indirectly through motivational variables work on enthusiasm. The title of this research is "The Influence of Work Environment and Work Culture and on Work Spirit of Maybank Finance Regional Sumatran Employees with Motivation as an Intervening Variable ." How does the work environment and work culture directly affect the morale of Maybank Finance Sumatra Regional employees? The purpose of this study is the direct influence of the work environment and work culture on the morale of Maybank Finance Sumatra Regional employees.

## II. RESEARCH METHODS

The scope of this research is to examine the influence of the work environment on morale with work motivation as an intervening variable in Maybank Finance Regional Sumatra. The research design is the overall plan of the research covering the things that the researcher will do, starting from making hypotheses and their implications operationally to the final analysis, data which are then concluded and given suggestions. A research design states both the structure of the research problem and the plan of inquiry that will be used to obtain empirical evidence about the relationships in the problem.

The population according to [14] population is the entire group of people, events, or things of interest that the investigative researchers want to become the population in this study are Maybank Finance Regional Sumatra employees, totaling 159 people. In this study, the sample used as respondents was 119 respondents from the Maybank Finance Regional Sumatra, because the size of the research population was relatively small, this research was carried out by census or total sampling. The type of data used in this research is quantitative data. According to [15] quantitative data is data in the form of numbers that can be calculated systematically. Source of data comes from primary data and secondary data. Primary data is data that refers to information obtained first-hand by researchers relating to the variable of interest for the specific purpose of the study. Primary data sources are individual respondents, focus groups, the internet can also be a primary data source if the questionnaire is distributed via the internet [14].

The data to be used in this study was collected using the survey method in the following way: Questionnaire, The statements contained in this research questionnaire are statements related to work environment variables, work culture, work enthusiasm and employee motivation of Maybank Finance Regional I Sumatra. Variable measurements in this study used the *Likert scale* . As

explained by [16]: "The *Likert scale* is an attitude measurement method that states agree or disagree, used to measure the opinions and perceptions of a person or group of people about social phenomena". The rating scale used is 1 to 5, each respondent is asked for his opinion regarding a statement, the respondent can choose an answer according to his perception. Score answers using ordinal data.

One of the requirements of parametric statistics is that the data scale must be interval. In this study obtained ordinal data. To convert ordinal data to intervals, conversion or increase the scale of ordinal research data to interval scale is carried out using successive methods. According to [17] *Method Of Succesive* (MSI) is a scaling method to increase the ordinal measurement scale to an interval measurement scale. The aim of transforming ordinal data into interval data is that the data can be normally distributed, which can then be tested on the classical assumptions on the results of the data transformation.

The data analysis method in this study uses the *Structural Equation Model (SEM)* in the model and hypothesis testing. *SEM* is a collection of statistics that can simultaneously test a series of relatively complicated relationships . Ferdinand, [18] . By using *SEM* , not only the causality relationship (direct and indirect) of the observed constructs can be detected, but the magnitude of the components that contribute to the formation of the construct itself can be known. The method of data analysis in this study uses descriptive statistics with quantitative data and *SEM (Structural Equation Model)* which aims to obtain a comprehensive picture of the direct or indirect effect of the work environment and work culture on morale through motivation as an *intervening variable* .

The definition of inferential statistics according to Sugiyono, [16] is a statistical technique used to analyze sample data and the results are applied to a clear population and the sampling technique from the population is carried out randomly. This research is deductive in nature, namely research used to test hypotheses based on the theory of Asnawi et al. [19] . According to [16] inferential statistics are statistics used to analyze sample data and the results are generalized (differentiated) for the population where the sample was taken.

## III. RESULTS AND DISCUSSION

Respondents in this study were 159 employees of Maybank Finance Regional Sumatra. From the distribution of the questionnaires carried out, in general the respondents in this study were categorized and explained as follows:

### *Gender*

Based on the gender of the respondents, it consisted of 1 group of men and women. The characteristics of the respondents by gender are presented in Table 1.

Table 1. Number of Respondents by Gender

No	Gender	Number of people)	Percentage (%)
1.	Man	70	44.03
2.	Woman	89	55.97
<b>Total</b>		<b>159</b>	<b>100</b>

Age

The distribution of respondents based on age can be described as shown in Table 2.

Table 2. Distribution of Respondents by Age

No	Age	Number of people)	Percentage (%)
1.	< 25 years	21	13,21
2.	25 – 35 Years	66	41,51
3.	36 – 45 Years	38	23.90
4.	46 -55 Years	26	16.35
5.	> 55 Years	8	5.03
<b>Total</b>		<b>159</b>	<b>100</b>

Based on Table 2, it can be seen that of the 159 respondents, respondents aged <25 years were 21 or 13.21%, respondents aged 25-35 years were 66 or 41.51%, respondents aged 36-45 years were 38 or 23.90% , respondents aged 46-55 years were 26 or 16.35%, while respondents aged >55 years were 8 or 5.03%. This shows that the majority of Maybank Finance Regional Sumatra respondents are aged 23-35 years.

Last education

The distribution of respondents based on years of service can be described as in Table 3.

Table 3 Distribution of Respondents Based on Last Education

No	Education	Number of people)	Percentage (%)
1.	SENIOR HIGH SCHOOL	8	5.03
2.	Diploma	46	28.93
3.	S1	98	61,64
4.	S2	5	3,14
5.	S3	2	1.26
<b>Total</b>		<b>159</b>	<b>100</b>

Based on Table 3, it can be seen that of the 159 respondents, 8 or 5.03% had high school education, 46 or 28.93% of Diploma-educated respondents, 98 or 61.64% of Strata 1 (S1) educated respondents, 98 or 61.64% of St. 2 (S2) as many as 5 or 3.14%, while respondents with Strata 3 (S3) education were 2 or 1.26%. This shows that the majority of Maybank Finance Regional Sumatra Employees respondents are educated S1

Years of service

The distribution of respondents based on years of service can be described as in Table 4

Table 4 Distribution of Respondents Based on Years of Service

No	Years of service	Number of people)	Percentage (%)
1.	<1 Year	20	12.58
2.	15 years	32	20,13
3.	6 – 10 Years	54	33.96
4.	11 – 15 Years	43	27.04
5.	> 16 Years	10	6,29
<b>Total</b>		<b>159</b>	<b>100</b>

Based on Table 4, it can be seen that of the 159 respondents, respondents with working period <1 year were 20 or 12.58%, respondents with working period 1-5 years were 32 or 20.13%, respondents with working period 6-10 years were 54 or 33.96%, respondents with 11-15 years of service were 43 or 27.04%, while respondents with >16 years of service were 10 or 6.29%. This shows that the majority of Maybank Finance Regional Sumatra Employee employees have had 6 years of service -10 years.

Pre Test

Before the questionnaire was used in this study, trials were carried out on 30 respondents who were randomly selected at Maybank Finance Sumatra Regional Employees. Then the data from the trial results were tested for the validity and reliability of the instrument (questionnaire) as a measuring tool in research.

Descriptive Analysis of Research Data

Work Environment Variables (X<sub>1</sub>)

The results of the field data obtained show that most of the answers "agree" with statements about the Work Environment.

Work Culture Variable (X<sub>2</sub>)

The results of the field data obtained show that most of them answered "agree" with statements about work culture. A summary of respondents' perceptions of statements regarding work culture is as follows:

Work motivation variable (Y<sub>1</sub>)

The results of the field data obtained show that most of the answers "agree" with statements about work motivation. Employees feel motivated to overcome obstacles and face challenges in order to achieve success [20].

Morale Variable (Y<sub>2</sub>)

The results of the field data obtained show that most of them answered "agree" with the statements about Morale at Work. The summary of respondents' perceptions of the statement regarding the variable morale is as follows:

Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis is designed to test the unidimensionality of a theoretical construct, or often called to test the validity and reliability of a theoretical construct. Testing the dimensional validity of the constructs in this study was carried out by looking at the standard factor loading values of each indicator in the full model. An indicator is

declared valid if it has a standard factor loading value of greater than 0.5. The reliability test is carried out by looking at the Composite Reliability value in the full model. An indicator is declared good if it has a value  $> 0.6$ .

#### *Confirmatory Factor Analysis (CFA) Exogenous Constructs*

The measurement model (Measurement Model) to test the validity and reliability of the indicators forming the latent construct is carried out by confirmatory factor analysis (CFA). Based on the Construct Reliability (CR) value of all exogenous constructs above 0.7. Thus it can be concluded that all dimensions and research variables in the Full Model have good reliability and validity. Based on the information, it can be concluded that the CFA Model-3 shows that there is no loading factor in the Endogenous Construct which has a value below 0.5. This shows that all indicators on endogenous variables are valid. In addition, the Construct Reliability (CR) value of all Endogenous Constructs is above 0.7, so it can be concluded that all dimensions and research variables in the Full Model have good reliability.

#### *Structural Equation Modeling (SEM) Analysis*

The next analysis is Structural Equation Modeling (SEM) analysis in full model (without involving invalid indicators). Based on the results of analysis and Lisrel, it can be concluded that the model as a whole (Full Model) meets the four criteria of good goodness of fit, namely at RMSEA, NNFI, CFI, and IFI. In addition, the three goodness of fit criteria are also quite good, namely on Chi-Square Probability, NFI, and RFI. This shows that the model as a whole (Full Model) meets the criteria of good goodness of fit, so that all structural models produced can be considered fit and can be continued in further analysis.

#### *Analysis of Direct and Indirect Effects*

Influence analysis aims to measure the strength of the relationship between one variable and another, either directly or indirectly. The results of this analysis have important significance in determining strategies to increase morale at Maybank Finance Regional Sumatra. LISREL is used to calculate the direct and indirect effects between variables, while the calculation results are as follows:

#### *Direct Influence*

Information that the direct effect of the Work Environment on work motivation is 0.36, while the direct effect of the Work Environment on Work Enthusiasm in Maybank Finance Regional Sumatra is 0.09. In addition, there is a direct effect of Work Culture on work motivation of 0.55, and a direct effect of Work Culture on Employee Morale in the Sumatra Regional Maybank Finance of 0.30. In addition, there is a direct effect of Employee Motivation on Work Enthusiasm in the Sumatra Regional Maybank Finance of 0.30.

#### *Indirect Influence*

The work environment has a positive effect on morale through work motivation as an intervening variable of 0.0297. Work culture has a positive effect on morale through work motivation as an intervening variable of 0.099.

#### *Work Environment on Work Morale*

Hypothesis testing shows that the Work Environment variable has a direct positive effect on Maybank Finance Sumatra Regional Work Spirit of 0.09. Research conducted by Normansyah et al. [3] showed that the work environment has a significant effect on morale, and this finding is in line with research conducted by Martono [9] which shows that the work environment has a significant influence on morale. In addition, research conducted by Azka & Martono [9] also found that the work environment has a positive and significant influence on morale.

#### *Work Culture Against Work Enthusiasm*

Hypothesis testing shows that work culture variables have a direct positive effect on Maybank Finance Sumatra Regional Work Spirit of 0.30. In everyday life, society is heavily influenced by the cultural bonds that are formed in families, organizations, businesses, and nations. This culture distinguishes the way people interact and get work done with one another. According to the research results of Manik & Megawati [12], work culture has a positive and significant influence on employee performance.

#### *Work Environment on Work Motivation*

Testing the hypothesis shows that the work environment variable has a direct positive effect on work motivation for Maybank Finance Regional Sumatra by 0.36. Baribin & Saputri [8] states that there are three factors that affect employee motivation in a corporate environment, namely individual characteristics such as interests, attitudes, and needs for achievement, job characteristics such as levels of satisfaction and responsibility, and characteristics of work situations such as relationships between employees and superiors and organizational culture

#### *Work Culture on Work Motivation*

Hypothesis testing shows that work culture variables have a direct positive effect on work motivation for Maybank Finance Regional Sumatra by 0.55. Work culture provides an identity for employees and evokes a commitment to values greater than themselves. Work culture is also considered as a factor that can influence social behavior and employee motivation. Sudaryo et al. [4] explains that the relationship in question includes the importance of employees maintaining good relationships with colleagues, both in the same unit and in other work units.

#### *Work Motivation on Work Enthusiasm*

Testing the hypothesis shows that the variable work motivation has a direct positive effect on the morale of the Maybank Finance Sumatra Regional by 0.33. In line with Kusuma's research [11] motivation has a positive and significant effect on employee morale. Research conducted by Octaviani & Suana [11] also found that motivation has a positive and significant effect on employee morale.

#### *Work Environment on Work Enthusiasm through Job Motivation as an Intervening Variable*

Testing the hypothesis shows that the work environment variable has a positive effect on morale through work motivation as an intervening variable of 0.0297. The life of an employee is greatly influenced by his environment, because there is a close relationship between employees and



their environment. During work, employees always try to adapt to the environmental conditions around the workplace. *Work Culture on Work Enthusiasm through Job Motivation as an Intervening Variable*

Testing the hypothesis shows that work culture variables have a positive effect on morale through work motivation as an intervening variable of 0.099. An employee is successful or not successful in carrying out his duties, and this can be influenced by a lack of knowledge or motivation in carrying out the work. According to Robbins [11], it is important to motivate employees because this can create an environment that encourages them to do their best both inside and outside working hours, which will ultimately benefit employees and the organization.

#### IV. CONCLUSION

The work environment and work culture of employees have a direct positive effect on the work motivation of Maybank Finance Sumatra Regional employees. Work motivation has a direct positive effect on Employee Morale in Maybank Finance Regional Sumatra. Work motivation and work culture have a direct positive effect on the Work Spirit of Maybank Finance Regional Sumatra. Work Environment Variables have a positive influence on Maybank Finance Sumatra Regional Work Morale through work motivation as an intervening variable. The employee work culture variable has a positive influence on Maybank Finance Sumatra Regional Work Spirit through work motivation as an intervening variable..

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